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20 December 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science & Technology

FROM: Director of Central Intelligence

SUBJECT: Excellence

1. Some ten weeks ago you gave me a report on progress under what has become to be called the "excellence" campaign. These showed broad progress in delegating authority, reducing paperwork and other organization impediments to quick and effective action. You probably have the DDA's report on progress during the year and that shows many commendable initiatives. What I have not seen specifically, except in the DI report of ten weeks ago, are details of substantive initiatives resulting from unleashing the troops to encourage the exercising of initiative and creativity.

2. I know that some of this has occurred in all Directorates and that it is more likely to occur broadly and frequently, at least in a manner that is easily talked about, in others. Also, the DS&T, in its report of ten weeks ago, referred to an initiative to provide resources at the Directorate level for task forces on special problems. All the reports showed activity in encouraging, rewarding and providing resources for new ideas and new initiatives.

3. In short, I am satisfied that great progress has been made in removing impediments and providing encouragement of new initiatives and creativity. The ultimate test is how widely and how effectively has the creation of task forces, the bias for action, whatever we choose to call it, been manifested, on what needs and projects, and with what results? As a concrete illustration, what I am now looking for, and hope to get more of throughout the organization, is the kind of new activity laid out in the DI report of 17 August 1984 as indicated in the attached excerpt from that report.


William J. Casey

Attachment



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